

**NHS 24
BOARD MEETING**

**22 APRIL 2021
ITEM NO 9.1
FOR ASSURANCE**

CORPORATE RISK REGISTER UPDATE

Executive Sponsor:	Medical Director
Lead Officer/Author:	Head of Risk Management and Resilience
Action Required	<p>The Board is presented with all Corporate risks scoring 10 or more.</p> <p>The paper is provided for review, discussion and assurance.</p>
Key Points for this Committee to consider	<p>Since the last meeting (25 February 2021), the risk profile for NHS 24 has remained consistent, with risks relating to the workforce, technology, COVID-19 response continuing to be a significant challenge to NHS 24's delivery of its Remobilisation Plan.</p> <p>Since previously reported to the Board, key changes to risks scoring 10 and above are:</p> <ul style="list-style-type: none"> • 0 new risks have been identified • 1 risk has increased in score • 1 risk has reduced • 2 risks have been closed
Governance process	<p>The close review of risk has been maintained throughout the COVID 19 pandemic. The Corporate Risk Register is being closely monitored due to the uncertainty of planning assumptions at present.</p> <p>Before presentation to the Board, all corporate risks have been review by the Directorate with ownership of the risk, presented to the EMT Risks & Opportunities Group on 1 April 2021 and in the absence of review by Board Committees, reviewed by the Non-executive Chairs of the Audit & Risk and Planning & Performance Committees on 13 April 2021.</p>
Strategic alignment and link to overarching NHS Scotland priorities and strategies	This paper provides assurance to the Board that there is an effective risk management process in place to support delivery of NHS 24's contribution to the Health and Social Care Delivery Plan.
Key Risks	The key risks are outlined in this paper.
Financial Implications	There are no direct financial implications associated with this report. Any financial implications will be highlighted within the risk register attached.
Equality and Diversity	There are no direct equality and diversity (E&D) implications associated with this report. The participation and Equalities manager actively participates in risk management process.

1. RECOMMENDATION

- 1.1 The Board is asked to review the risks presented, provide feedback and take assurance on the risk management processes.

2. RISK MANAGEMENT UPDATE

- 2.1 The attached Corporate Risk Register provides an update on corporate risks to the organisation scoring 10 and above as at 12 April 2021.
- 2.2 The Board will have the opportunity to review strategic risk at the Board Development Session on 20 May 2021.
- 2.3 As the Board is aware, there is a risk (RPND/036117) that the technology components supporting NHS 24's front line application will become more prone to failure and parts to repair, upgrade or patch will become more difficult to resource the longer the technical transformation (Connect) programme takes to be implemented. A significant amount of the mitigating actions for this risk have now been completed, the Chief Information Officer is currently considering the likelihood of this risk occurring which may result in a reduced risk score. Once fully considered, any reduction in score will be presented to the Planning & Performance Committee for their endorsement, in line with usual governance processes, before being presented to the Board.
- 2.4 Target dates continue to be reviewed on a short term basis, this is reflective of the continued uncertain landscape due to ongoing COVID-19 response.

3. RISK SUMMARY

- 3.1 The risk profile (figure 1) provided in the form of a heat map highlights the current position of all risks within NHS 24. Comparison is provided to the previous score reported to the Board. The cumulative risk profile continues to be closely monitored and challenges our current organisational risk appetite.

Figure 1

		Likelihood					Total	Previous Score
		Rare	Unlikely	Possible	Likely	Almost Certain		
		Score	1	2	3	4		
Impact	Extreme	5	0 (0)	0 (0)	0 (0)	0 (0)	0	(0)
	Major	4		4 (6)	4 (4)	2 (2)	10	(12)
	Moderate	3			0 (1)	0 (0)	0	(1)
	Minor	2				0 (0)	0	(0)
	Negligible	1						(0)
Total			-	0	4	4	2	10
<i>Previous Score</i>			-	(0)	(6)	(5)	(2)	(13)

Very High Risks

3.2 As reported to the last Board meeting, there are two very high risk as follows:

There is a risk (RPND/038259) that staff's reduced attendance at work through COVID-19, combined with the requirements for staff to shield, self-isolate, and general sickness rates, impact our ability to deliver services. This risk remains at its current score of 20. Areas of immediate focus continue to be managed closely including the return of shielding staff and the vaccine programme. Staff Governance Committee have previously undertaken an in-depth review of the Attendance Management Improvement Plan and progress is being closely managed by the Strategic Workforce Group.

There is a risk (RPND/037063) that NHS 24 would not be able to sustain an effective response to significant additional pressure/demand on services (ie any health outbreak) due to current system wide challenges and NHS 24 resourcing capacity limitations. This risk remains high due to the unpredictability of the pandemic response, and in particular any impact on demand from the Urgent Care Pathway, new COVID strains and looking ahead to winter 2021.

Reduced Risks

3.3 Since previously reported 1 risks have reduced in score as follows:

There is a risk (RPND/038273) that, as a result of the COVID-19, NHS 24's capacity to deliver against its strategic priorities will be challenged. Due to mitigation of this risk and the development of the Remobilisation Plan this risk has reduced to 9. This risk will form part of the strategic risk Board development session in May 2021.

Closed Risks

3.4 Since previously reported, two risk have been closed as follows:

There was a risk (RPND/038899) that unless patient/public and broader stakeholder intelligence is collected, analysed and used effectively; strategy development, decision making, service development and delivery will not be appropriately informed. Following review by the Director of Service Development and senior management team it was agreed that this risk would be closed as it was felt it did not effectively articulate the risk to the organisation and two new risks would be developed. The two new risks are not presented in the Corporate Risk Register as they score less than 10 but are noted below for your information:

- There is a risk that NHS 24 does not focus patient/public and stakeholder intelligence strategically to inform the development of services/products, impacting their effectiveness.
- There is a risk that individuals who require reasonable adjustments are unable to access the full range of NHS 24 services.

3.5 There was a risk (RPND/039872) that NHS 24 will continue to have increased sickness absence rates and contact centre outbreaks due to not being prioritised in the initial phase of the COVID vaccine rollout. As NHS 24 staff have now been prioritised for vaccination and phase 1 of the vaccination programme is near completion, this risk has been closed. However, a new risk (scoring less than 10) has been raised in relation to the NHS 24 vaccination programme being delayed due to national supply issues. This currently scores 6 and will be closely monitored.

New Risks

3.6 Since previously reported, no new risks scoring 10 and above have been identified.

Increased Risks

3.7 Since previously reported, one risk is increased in score as follows:

There is a risk (RPND/038901) that the current capacity and identified skills gaps across service development are impacting NHS 24's ability to deliver the emerging digital strategic objectives. This risk has increased due to ongoing demand on key resources across the organisation and conflicting priorities.

4. PROGRAMME RISK

4.1 The change portfolio Board continue to review their portfolio as a result of the pandemic, remobilisation plan and organisational priorities. Key programme risks are reflected in the corporate risk register relating to Connect, Urgent Care and COVID 19.